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**EVALUATION OF THE ANERA
(American Near East Refugee Aid)
WEST BANK/GAZA DEVELOPMENT PROGRAM**

PROJECT NO. 298-0150

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GLOSSARY

ACDI	Agricultural Cooperative Development International
AID	Agency for International Development
AMIDEAST	American Mideast Education & Training Service
ANERA	American Near East Refugee Aid
GOI	Government of Israel
JCO	Jordan Cooperative Organization
JDs	Jordanian Dinars
MCC	Mennonite Central Committee
PVO	Private Voluntary Organization
USG	U.S. Government
WB	West Bank
MG	Military Government



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EVALUATION OF THE AMERICAN NEAR EAST REFUGEE AID PROGRAM

I. Executive Summary

American Near East Refugee Aid (ANERA) is one of five Private Voluntary Organizations (PVOs) funded by the U.S. Agency for International Development (AID) to work in the West Bank and Gaza as part of a development assistance effort to the Administered Territories which was initiated by Congress in 1975. The program demonstrates American concern for the humanitarian and development needs of Palestinian residents and seeks to enhance the quality of their lives and to promote peace in the region. ANERA's projects have not been surveyed in-depth since 1981 and only briefly during a 1984 evaluation of AID-funded PVO development assistance programs, necessitating an evaluation of its program to date to assist future AID planning and help ANERA guide its program more successfully. This report focuses on ANERA and the overall progress and impact of its program, addressing project administration, staff, evaluations and future plans.

The evaluation team was composed of the cooperative development specialist/team leader provided by Agricultural Cooperative Development International (ACDI), an AID/W agricultural development officer and an AID/W program officer. The views, interpretations and recommendations contained in this report are those of the author and do not necessarily reflect those of the Agency for International Development.

ANERA's program includes financial and technical assistance to cooperatives, municipal water systems and markets, road projects, health clinics, community buildings, schools and universities. In addition to ANERA, AID assistance is channeled through Catholic Relief Services (CRS), the Community Development Foundation (CDF), Holy Land Christian Mission International (HLCMI) and America-Mideast Education and Training Services (AMIDEAST). Much of the success of AID's efforts is due to the diverse yet complimentary nature of these organizations and their programs and their collaboration on projects whenever feasible.

ANERA administers a variety of development projects which include agriculture, education, sanitation, health, small industry, marketing, water and waste systems and women's programs. More than 100 sub-projects have been approved for AID financing, 75% of which have been implemented or completed at this time. The team visited thirteen ongoing and four potential projects and sub-projects and met with municipal mayors, cooperative managers and board members, military government and ministry officials, American Embassy and Consulate staffs and ANERA and other PVO personnel in order to assess fully ANERA's capabilities and achievements.

The team concluded that ANERA's goal of promoting self-help economic development is being met. This is evidenced



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by: 1) a substantial growth in membership of assisted cooperatives (see Appendix I); 2) an increased value of services offered to members; 3) a diminished reliance on outside financing; 4) increased reclamation of land for cultivation; and 5) the provision of improved and increased municipal services.

ANERA's program appears to be constructive, important and of great benefit to the Palestinian residents of West Bank and Gaza and although many of its projects have yet to be implemented, it is clear that these cooperative and municipal projects alike will have a positive impact once effected. Traditionally, cooperative projects have had the greatest potential for success; their development promotion processes have been in place longer, their success rates higher and their operating methods are understood better by organizations assisting them. Municipalities function differently and this fact must be recognised and addressed when assistance to them is contemplated. In implementing its program, ANERA continually attempts to involve other institutions and individuals, not only giving them a stake in the project but also giving the project greater access to locally available expertise. The projects summarized here serve to provide a general overview of ANERA's development program

The Gaza Municipal Rainwater Conservation Project, ANERA's largest, is impressive in the quality of the work being done and the dedication of the engineers and workers constructing it. The project focuses on conserving a valuable and limited resource and is of the utmost importance to area residents. The Khan Younis Municipal Slaughterhouse will provide custom slaughtering according to Islamic Law for regional butchers. This project, still in the early stages of construction, will contribute to the general health of the population as all animals will be inspected by a veterinarian prior to slaughter, a precaution never before taken. Local government and individual farmers will experience increased incomes through the nearly completed Halhul Municipal Wholesale Fruit and Vegetable Market and its proposed refrigeration storage units.

ANERA's cooperative projects utilizing farm machinery and land clearing equipment have had a particularly profound effect on Palestinian rural life. Residents of this region feel strongly that once land is cleared and planted, their chances of being able to remain are much greater than if they do not cultivate it. The Tarqumiya and Nablus Regional Cooperatives exemplify the growth in membership and services that has come about as a direct result of ANERA assistance in providing land reclamation machinery and revolving loan funds (Appendix I). The Tarqumiya Olive Cooperative provides excellent service and oil quality for members and non-members alike, charging 1 kg of oil for every 11 kgs processed. ANERA's first project, the Ramallah



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Poultry Farmers Cooperative Society, is an excellent project meeting all of its objectives. Recently, new management was hired, helping to overcome previously noted management and financial problems (Appendix II). A surplus of eggs throughout the region has limited membership and caused marketing problems but the cooperative, with ANERA financing, plans to diversify its operations with a feed mill for large animals once GOI approval is received.

Jointly with AMIDEAST, ANERA is assisting the Polytechnic Hebron Engineering Science College and University Graduates Union with funds for scientific equipment and ANERA and CDF have worked together, on occasion, to aid cooperatives.

The Bethlehem Arab Women's Union has been assisted with small annual grants from ANERA, allowing it to establish the School of Fine Arts and Crafts to train Palestinians in sculpture, painting and other fine arts, the Museum of Palestinian Culture and Handicrafts and a school for the mentally retarded. The union also provides medical assistance to mothers and children and distributes food to poor families. In general, women benefit from ANERA-assisted cooperative, university, rural electrification, water conservation and distribution and land reclamation projects in a variety of ways from improved services to increased income and standard of living.

Recommendations made in this report concern several areas including the need for ANERA to formalize and upgrade its proposal acceptance and project planning and the methods it uses in managing these important areas. The current representative is designing new procedures and guidelines to help overcome previous limitations and problems. A change in GOI's approval process for ANERA and its easing of restrictions on some types of projects previously disallowed may mean that recommendations concerning markets in other Arab states and Europe can be implemented. ANERA has used outside consultants on occasion but should consider using specialists to help in all areas of its operations including proposal assessment and project implementation. ANERA also needs to think of training as a project component rather than as an isolated undertaking in order to help ensure project continuation when outside assistance ends. ANERA assistance in the Gaza Strip contributes much to residents' welfare but, due to the large number of refugees living there in less than ideal conditions, community service projects should receive additional special attention.

Realities of life in the West Bank and Gaza place a number of unique and complex constraints on development projects, all of which demand tact, persistence and know-how to overcome. ANERA seems to cope well with these restraints while striving to succeed in its development efforts. Administration of its



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projects has been politically sensitive and humanely centered as well as innovative in its methods. Recent and major staff changes due to retirement of the Regional Representative and newly created positions should only strengthen ANERA's administration capabilities. The evaluation team was impressed by the grasp of mission evidenced by the ANERA staff.

Constraints to project implementation and success involve several factors; 1) delayed approval from the GOI for certain projects such as those involving land reclamation, marketing and scientific equipment; 2) a lack of Arab banks dealing in Jordanian Dinars (JDs) in the WB; 3) the need for Palestinian borrowers to convert their JDs to Israeli Shekels to purchase inputs and then to reconvert the shekels to JDs to pay off their loans; 4) political problems which have closed borders and eliminated markets; 5) high Israeli taxes on PVO imports, which increases project costs considerably; and 6) extremely low interest rates on loans due to tradition and Islamic Laws prohibiting the charging of interest, making it difficult for co-ops to obtain matching grant funds for land clearing machines. These constraints, added to others less easily defined and identified.

In spite of these problems, everywhere the team went, appreciation and gratitude were expressed for ANERA, its projects and its staff. Where ANERA has provided funds to a cooperative, in most cases membership has shown a steady increase and it is estimated that 400,000 people have benefitted from ongoing and completed municipal and cooperative projects. This figure represents approximately 30% of the people in the West Bank and Gaza. Discussions with villagers indicate they are aware of and grateful for American input in ANERA's projects.

ANERA personnel were extremely helpful and their assistance in making arrangements and accompanying the team on visits made the many miles traveled for this evaluation an easier and more pleasant task by far.



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II. Review of ANERA's Program

History and Purpose

Founded in 1968 by Americans concerned about Palestinian refugees displaced by the 1967 Arab-Israeli war, ANERA began receiving AID funds for its program of technical assistance to residents of the West Bank/Gaza in 1975, initially centering its activities on vocational training and education. In 1977, encouraged by AID, ANERA began shifting its program emphasis toward income-producing development projects. This move from technical assistance to economic development projects resulted in increased criticism from and bureaucratic difficulties with the military government, often manifested by long delays or even complete absence of project and supply input approval. ANERA has received more than \$8 million in AID funds since 1975 and its many projects and sub-projects have been administered by its American and Palestinian field staff and consultants.

Types of Projects

ANERA's program focuses mainly on agricultural production, cooperative development, health, sanitation, education and community services, and encompasses a variety of projects and sub-projects which, over the years, have benefited at least 30% of all West Bank/Gaza residents. A principal aspect of ANERA's agricultural development assistance has been directed at helping regional cooperatives acquire machinery such as, tractors, threshers, bulldozers, ploughs, etc., for landclearing and farming on a matching grant basis.

Community development projects with a major emphasis on health and sanitation include a municipal fresh fruit and vegetable marketing complex with cold storage facilities, rainwater conservation in the Gaza Strip, a municipal slaughterhouse and dairy projects designed to produce hygienic milk products. Additional community and cooperative service organizations assisted by ANERA are electrification cooperative societies, a light industry park, olive oil processing and marketing cooperatives and others stressing livestock and agricultural land reclamation and production.

Education grants to purchase scientific equipment and support vocational training programs and revolving loan funds to finance land clearing remain basic and important aspects of ANERA's overall program.

In addition to financial assistance for the development and maintenance of equipment and services such as bulldozers and tractors for land clearing and farming, a clean water supply, olive pressing machinery or vocational education, all ANERA

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projects are provided with an institution-building component. This project aspect is designed to help the cooperative or municipality expand its organizational abilities and membership and gain the skills needed to assure project continuation and growth when outside assistance ends. ANERA's efforts aimed at involving personnel from regional institutions in its projects also contributes to the institution-building aspects of the projects and gives the participants and organizations a stake in project execution, making long-term success a real probability. Employees from the Departments of Cooperatives, Agriculture and Water as well as others from the Military Government, the Jordan Cooperative Organization and the private sector have participated in ANERA's projects to some degree.

Project Status

Ongoing and potential projects visited by the team were:

- Ramallah Poultry Farmers Cooperative Society
- Nablus Regional Cooperative
- Asira Electrification Cooperative
- Attila Electric Cooperative
- Halhul Municipal Wholesale Fruit and Vegetable Market
- Saiir Electrification Cooperative Society
- Jericho Marketing Society for Agricultural Products
- Beit Jala Municipal Light Industry Park
- Beit Jala Oil Press Cooperative
- University Graduates Union - Hebron College of Engineering Science, The Polytechnic
- Tarqumiya Cooperative Land Reclamation
- El Fawwar Olive Press Cooperative (Tarqumiya)
- Gaza Municipal Rainwater Conservaton Project
- Khan Younis Municipal Slaughterhouse
- Khan Younis Agricultural Marketing Cooperative

Ramallah Poultry Cooperative, which was mentioned in a 1984 AID evaluation as having financial and managerial problems, seems now to be functioning well. The previous manager has been replaced in coordination with the Board of Directors and the Jordan Cooperative Organization (JCO) and the three people who now manage it have helped the cooperative overcome the financial problems. The major problem now appears to be the marketing of eggs which are in oversupply throughout Israel resulting in Israel's surplus being sold in the WB/G. The cooperative probably could have more than its current 92 members if the market were not so limited and if GOI approval were received for the proposed feed mill expansion and hatchery projects. Overall, it is an excellent project meeting its objectives.

Nablus Regional Cooperative has increased its membership from 130 to 656 since 1980 as a direct consequence of the



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project. Bulldozers and tractors purchased with partial AID/ANERA funding for landclearing and farming could be seen working during farm site visits. Average tractor use per month is maintained at 45-50 hours which is considered quite good. The bulk of the work involves improving agricultural efficiency by removing boulders and opening up new land and roads. Off-season, the equipment is used on construction excavations and other activities. GOI disapproval of the proposed ANERA revolving loan fund has contributed somewhat to a slower growth rate than initially was expected but the project has continued to prosper and serve its members and area farmers in a variety of ways.

The Halhul Municipal Wholesale Fruit and Vegetable Market is an impressive project even though still under construction and, therefore, not yet fully implemented. Because of these factors the team could not evaluate the project as directed by AID in the Scope of Work. It is expected that the market building will be completed by December 1985, in time for the 1986 harvest season. Proposed refrigeration storage units able to hold 2,000 metric tons promise higher prices for produce sold off-season and an extension of the wholesale marketing season from 5 to 12 months. As well, 22 shops will be available for rent. At this point, \$275,000 of the \$500,000 ANERA grant has been spent. In addition, technical students from the AID/ANERA-supported Hebron University Graduates Union Polytechnic often visit the project site to observe its construction.

The Saiir Electrification Cooperative Society was begun in 1973 with 380 families and now serves 750 families. An ANERA grant of \$60,000 was used to purchase a 280 kw generator (their largest) and reserves were kept for depreciation of the equipment. Cooperative members expressed appreciation for ANERA and its work in the area.

The Beit Jala Oil Press Cooperative soap factory, which manufactures soap from oil pressing residue, has experienced some management and financial problems with the result that it has operated on a lower level than expected. Expensive equipment has contributed to its problems, leaving it with deficient operating capital. One hundred tons have been produced but plant capacity is much greater. ANERA has suggested that the cooperative's modern equipment be used to produce the "noodles" which other local manufacturers now import from Europe. These "noodles" are the primary stage in soapmaking, the secondary stage is undertaken by local soap makers. The ANERA economist has prepared a brief study on this plan at the request of the JCO.

Construction is well underway on the Beit Jala Municipal Light Industry Park which received a \$435,000 grant from ANERA, 45% of the total project cost. As the project has proceeded, considerable improvements and changes have been made including



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shifting the entire park from very close to the city center to a hill near the town to alleviate pollution and congestion. It also has been enlarged to accommodate more businesses and will contain more than 30 shops and garages which will be rented to carpenters, stone cutters, iron mongers, furniture manufacturers and food processors. ANERA staff also helped the municipality gain access to additional, counterpart funding from Amman, allowing these improvements in design, size and location to be made. The team did find that some of the small businessmen slated for relocation seemed unwilling to move because they would have to pay higher rents in the new park but the mayor assured everyone that they would, indeed, move when the time came.

Jointly with AMIDEAST, ANERA is assisting the University Graduates Union, Hebron Engineering Science College Polytechnic. To date, ANERA has released \$325,000 for scientific equipment. An additional \$300,000 for equipment, held up since 1980 by the Military Government, and taxes imposed on PVO imports by the GOI further hinder project progress.

Tarqumiya Cooperative Land Reclamation Program is an ANERA program which has been working with the Tarqumiya complex of cooperatives on four closely coordinated projects since 1978. The Tarqumiya Land Reclamation and Hebron-Bethlehem Plant Nursery Cooperatives and the Cooperative Society for Olive Pressing have all benefited from ANERA assistance. In 1978, the first ANERA grant of \$120,000 was given to the Land Reclamation Unit for bulldozers to clear land for planting olive trees. In 1979, a grant of \$100,000 was used to create a revolving loan fund to help member farmers defray land reclamation expenses and an additional \$150,000 grant that same year was instrumental in the development of a plant nursery for the production of olive seedlings for members at minimal cost. The 1984 AID evaluation noted that the nursery produced below capacity and the olive press had yet to begin operations. The nursery manager states that the number of seedlings being produced is in line with project targets and the AID evaluation team was in the West Bank several months before the olive pressing season began in October and November. In fact, the press had a successful first season during which it pressed 400 tons of oil.

ANERA's largest project, Gaza Municipal Rainwater Conservation, began receiving \$1,000,000 in AID/ANERA assistance in 1979. The team visited Phase II which involves construction of a large underground conduit for channelling rainwater into an artificial lake. The lake, which has been pumped free of sewage and deepened to handle the flow from both Shaykh Radwan and Gaza City, will collect rainwater that now disrupts traffic and damages buildings in the city centers. The water will be used for recreational and irrigation purposes and also will percolate into the underground aquifer to raise the water table and help



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stem the intrusion of salinity, thus preparing it for domestic use. Construction is well underway and appears to be of excellent quality. City engineers inspect the work and test concrete samples and the team was most impressed by their commitment to the work. This type of project, which conserves and redirects a limited resource, is of the utmost importance to Gaza residents. The target date for project completion is mid-1986.

Overall, Gaza has fewer cooperatives than the West Bank and in 1983, the Khan Younis Agricultural Marketing Cooperative was reactivated with an ANERA grant of \$200,000 for the purchase of tractors and other farm equipment. The co-op was established in 1944 but was disrupted and finally became inactive due to war and social unrest. Despite its name, the cooperative no longer is solely a marketing organization and concentrates more on reclaiming sand dunes to expand members' arable, productive land. As their production increases, though, members may find that their output is greater than their present markets can bear. ANERA should work closely with this and similar projects in exploring alternative markets in the Arab states and Europe.

Attila Electric Cooperative, begun in 1963, has applied to ANERA for a grant but GOI has indicated that this area should tie into the Israeli national electric grid rather than having its own system. Villagers state that this is impossible due to the great distances between them and the grid and hope they will be reconsidered for ANERA assistance and their own grid system in the near future.

The team visited the Khan Younis Municipal Slaughterhouse project in Gaza which is progressing slowly due to lack of approval by both the Israeli authorities and AID. The team examined plans with the engineer and visited the site where we observed that some construction has begun in order to claim the land which was donated for the building. Once operational, the project should earn some income for the municipality and raise health standards. Animals will be custom slaughtered for area butchers according to Islamic laws and all animals will be inspected by a veterinarian prior to slaughter to rule out disease. This has never been done before and health implications are great, making the project an important and worthwhile undertaking. Prices will range from \$12 for each head of cattle to \$4 for sheep and capacity will run to 60 cattle and 35 sheep slaughtered per day.

The Asira Electrification Cooperative operates seventeen hours per day and serves all its member families (646). ANERA's grant of \$60,000 represents 25% of the cooperative's assets. The major problem here is the need for major rewiring work to be done in order to serve customers living near the end of its lines



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where the current is weakest better.

Membership in the Jericho Marketing Society for Agricultural Products has jumped from 204 in 1978 to 1,387 at the present time. The manager is supplied by the JCO and appears to be very competent. Major crops marketed by the society are tomatoes, bananas, citrus fruits, eggplant, cucumbers and beans. This cooperative acts as a bank as well as a marketing device for its members and normal repayment on its seasonal loans is just under 50%.

The proposed Jericho Mineral Water Bottling Project has been approved by GOI and is awaiting AID financing. Formation of the legal entity intended to operate the project is not yet complete nor has the water been tested for potability. The water comes from the spring of one of the world's oldest cities and it is intended that 49% of the stock be sold to the public with the municipality retaining the other 51%.

GOI project approval processes and patterns have changed. Proposals now may be submitted directly to the civil staff of the Ministry of Labor and Social Affairs rather than to military officers, a much more expeditious method. Also, many projects previously disapproved are now considered acceptable and there has been a substantial increase in the number of projects approved over the last several months as opposed to previous years. Programs generating products in direct competition with Israeli products, i.e., ANERA's poultry and dairy undertakings, are now acceptable as are those involving irrigation as long as new wells are not involved.

ANERA Administration

ANERA staff consists of the following positions:

- Middle East Representative
- Senior Program Officer and Deputy
- Cooperative Consultant
- Agronomy Consultant
- Engineering Consultant (Gaza)
- Administrative Assistant

ANERA has undergone a recent and major staff turnover; its Middle East Representative has retired after nine years in the position. During his tenure, he obtained approval from the Military Government for a large number of projects though his aggressiveness did, at times, bruise relationships with GOI and cause some problems. Generally though, project participants have been very outspoken in their praise and appreciation of his efforts on their behalf. His replacement appears to have a somewhat different approach to administration, both more open and



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sensitive to area political realities.

ANERA's newly created position of senior program officer and deputy has just been filled. Employed by the Mennonite Central Committee for eight years, he is considered a top person in Palestinian economic and community development. As a Palestinian, his addition to the staff should prove to be extremely valuable. The other three consultants also are experts in their respective fields. The cooperative consultant has over 25 years experience in his field and is considered to be the senior coop specialist in the West Bank. Before coming to ANERA he was a senior officer with the JCO. The agronomy consultant previously was employed by both the Jordanian government and the Israeli military government, holding positions in animal husbandry as well as directorships of the Hebron Agricultural and West Bank Forestry Departments. The engineer is a lifelong and highly respected resident of Gaza who has built numerous public works throughout the area. The team was most impressed with their grasp of AID's and ANERA's mission.

It should be noted that while the staff is impressive, it is relatively new and only recently brought together as a team. Potentially, it is top flight and headed by experienced management and, barring major difficulties, an expanded quality of projects can be expected in the future.

Major Constraints to Project Success

a. Projects in the West Bank and Gaza are not always conceived with the economic benefits they may offer in mind. Often, they reflect the self-preservation and political motives of their originators and this frequently happens with land reclamation projects where the cost of clearing a rocky hillside may not be supported by agricultural economics. Villagers, however, consider these projects very important because they feel the clearing solidifies their claim to the land and insures it against future confiscation.

b. The GOI can be slow to approve certain projects and, in some cases, it rejects them outright. As noted previously, the situation is improving but several categories continue to be unacceptable including activities involving the purchase of bulldozers for land reclamation and others involving villages located next to settlements which are having altercations over land with the settlement. Higher education projects also are not approved. GOI is not opposed to development per se but does exercise control over PVOs. If bulldozers are financed privately rather than through a PVO, GOI is not likely to object. Currently, there are 27 projects awaiting GOI approval* for a total value of \$5,685,000; of these, 18 are considered "high priority" projects by ANERA with an approximate value of



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\$4,160,000.

c. The Gaza cooperative movement does not receive guidance from Jordan as does the WB. Cooperative grant applications from this area should be assessed carefully.

d. Cooperative membership expands, to some extent, in relation to the availability of loan funds for members. The present cooperative credit system operates under a number of constraints. Loan funds in Jordanian Dinars (JDs) are hand delivered by couriers crossing the Jordan River at the Allenby Bridge. There are no other direct communications between the WB and Jordan, mail telephones or wireless. A lack of Arab banks dealing in JDs on the WB further complicates the situation. Palestinian borrowers must convert their JDs to Israeli shekels to purchase inputs after which produce is sold for shekels and then reconverted to JDs to pay back the loan. The shekel is subject to astronomical inflation rates and the JD is not, putting additional pressure on borrowers.

e. Related to d., JDs are borrowed at interest rates of 1% or 2%. This is due to Islamic laws prohibiting the charging of interest, old historic procedures and the desire of the Jordanian-Palestinian Joint Committee to strengthen the "sumud" or steadfastness of the people in the West Bank and Gaza Strip. The main problem stemming from this practice is that cooperatives have difficulty procuring matching grant funds to complement the ANERA grant money they need for land reclamation purposes and a higher interest rate or "service charge" could help alleviate the problem.

f. Agricultural extension services are being curtailed by GOI. This is evidenced by recent staff reductions of 50%, the closing of the soils laboratory and reduced veterinary services.

g. Israeli farmers are protected by marketing boards (AGREXCO, CMT) and WB and Gaza farmers are not though it is noted that Palestinians do not necessarily want to be a part of them, feeling that Israeli farmers receive preferential treatment. A survey of Palestinian farmers should be conducted before a marketing board program is initiated.

h. Since 1981, only a small amount of produce, particularly grapes, has been shipped to Jordan and Israel. In that year, both countries began planting increasing amounts of these crops, expanding their ability to supply their own needs. Also, in 1983, Syria's relations with Jordan became strained, resulting in border closures, interrupting the flow of West Bank

 * Many since approved.



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produce to Syrian markets via Jordan and causing a serious market upheaval as crops already had been harvested and prices dropped below the cost of production. Simultaneously, the Iraqi market weakened due to the war with Iran.

i. No new well drilling permits have been issued to WB farmers since 1967 and the owners of existing well pumps have faced difficulty replacing them. WB pumps are old and have a small capacity, only about 4", whereas Israeli pumps in the same area are large and modern, 20", as are their wells, allowing a small number of Israeli wells to produce more water than the many owned by Palestinians.

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III. Conclusions and Recommendations

Project Administration

It should be noted that the ANERA representative is new to the position and the region. The former representative, in place for many years, handled the project application process in a personalized manner, accepting nearly every proposal submitted. This and other project processes are now undergoing change and becoming more formalized. ANERA's project application form has not always been used and the present representative wants to revise it. Proposal quality varies widely, from well documented papers submitted by professionals to oral presentations made by village cooperative committees. ANERA staff should assist the latter with proposal preparation. The team also observed that some of the more sophisticated proposals ANERA receives are outside the areas of expertise of its staff to analyze and assess properly. Outside consultants, such as the professor of medicine who has been contracted to review a proposal for health services in Gaza and West Bank hospitals, should be used more extensively, whenever they are needed.

The representative told the team that often in the past, ANERA reacted to rather than assessed new proposals. They now are developing a revised review process to include 1) request justification, 2) sponsors' names, 3) applicant's share of cost, 4) number of beneficiaries and, 5) long-term expectations. Annual work plans complimented by quarterly reviews and field visits also are being devised.

ANERA's Jerusalem staff and USG personnel from Washington and the Embassy/Consulate all conduct project monitoring and evaluation activities. ANERA prepares evaluation reports for AID/W and is planning a revised evaluation policy for use by its consultants. Project impact is measured by observing and interviewing its beneficiaries.

To reiterate, ANERA should develop more formal application and evaluation procedures and establish definite project proposal assessment criteria. As well, outside consultants should be called in to assist with proposal appraisal when needed.

Cooperative and Municipal Projects

The ANERA projects with greatest potential are those funded through cooperatives, not municipalities. The cooperative record of success is better than that of municipalities and their development promotion process is better understood by PVO's. Municipalities function differently and this fact needs to be taken into account when designing and monitoring municipal projects.



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The mayors of these communities, all highly motivated, were very gracious and helpful to the team. Their projects, however, were not always well thought out in terms of location and social impact. For example, the Beit Jala light industry project is situated on a hill behind the city and although the access road is being widened, it still appears inadequate for the expected traffic. A project objective is to relocate several auto repair garages presently located in a crowded city area in order to reduce noise and traffic congestion. Some prospective renters appear unwilling to move their businesses and were not polled on this question before construction began.

Also, although AID funding of the proposed Jericho water bottling project is expected at any time, the final steps needed to form the legal entity for project operation have not yet been taken nor has the water been tested for potability.

Municipal projects should be routinely and closely monitored by ANERA to be certain progress corresponds to proposal guidelines. A new position recently established at the American Consulate includes responsibility for coordinating PVOs working in the West Bank. Periodically, this officer and ANERA staff should inspect work in progress in order for him to understand fully ANERA's procedures and any problems, political or otherwise, that arise. Concerning new municipal proposals, ANERA should review its own processing procedure so it can improve the quality of proposals and project work plans it receives from municipalities. Consultants with additional expertise may be needed to assist, as well. Analysis of all project components including planning, construction, acquisition of equipment and market studies should be completed before proposals are submitted. ANERA needs to develop criteria for determining when a project is actually completed and self-sustaining; this information can then form the basis of the project completion report.

Marketing

A major constraint faced by cooperatives in the WB and Gaza is the difficulty they encounter in attempts to market their agricultural products. Cooperative personnel need training in marketing strategies and procedures as the organizations begin diversifying their production and seeking new markets. Major problems have been encountered in marketing eggs, poultry, poultry feed, grapes and other Jordan Valley crops and ANERA, with USAID support, should help the cooperatives overcome factors limiting their ability to sell their agricultural products in Israel, Egypt, Jordan, Syria, etc. This would, most likely, require serious negotiations between these countries and USAID.



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Technical Schools

The University Graduates Union, Hebron College of Engineering Science was visited and found to be very impressive. The facilities are well kept and give the appearance of a strong academic institution and the staff is very knowledgeable and intent on their work. ANERA has provided grants for equipment which has just been approved by the military government. The college has an unusually high rate of graduates with jobs in an area where graduates often have great difficulty finding work. The school should coordinate its curriculum to provide skills needed for cooperative projects including electrical technologies, market analysis, animal feed milling, irrigation pump engineering and marketing. AMIDEAST, which also is involved in this project, particularly with scholarships, should, with ANERA, try to organize its efforts and provide scholarships in needed skill areas.

Training

Jordan operates a Cooperative Training Institute but does little training in the WB because of communication problems mentioned previously. Gaza is not connected to the Jordanian movement but rather to Egypt's which has been essentially inactive since 1967. What this means is that cooperative training in the region is minimal at best and that which does exist is basically experiential in nature.

ANERA has several excellent cooperative projects which are good for replication including the seedling nursery and oil press in Tarqumiya and the Ramallah animal feed mill. Training, though, is limited particularly in management and technical related areas such as grading, packaging, marketing, and processing produce and the maintenance of irrigation pumps and electrical generators. This points to the need for a central training facility. Team discussions with GOI informed us that Israel has an internationally known facility under their Histradut labor organization. A number of problems would be raised by sending WB participants to this facility among them, training must be in Arabic and must meet the needs of WB/Gaza residents. GOI indicated they were more than willing to consider AID proposals dealing with the situation and suggested that training sites could be located on the WB, making travel into Israel unnecessary. As well, instructors from the Jordan Cooperative Training Institute could be used as could lecturers from Histradut or abroad, depending upon the curriculum.

- The training site should be located on the WB and, if possible, under the umbrella of an existing educational facility such as Bethlehem University which is involved in community services. This would help reduce start-up costs.

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- The possibility of utilizing trainers and materials supplied by the Jordan Cooperative Training Institute and Histradut should be explored.
- A separate facility should be considered once funding and organization is complete.
- A cooperative training consultant should be hired to explore these possibilities and to implement training programs.

Extension Services

Agricultural cooperative farmer-members do not have access to adequate extension services. During the early years of occupation, the Military Government provided these services but they have since decreased as staff has been dismissed and supporting facilities such as the soil laboratory and veterinary services have been closed or stopped. It could be argued, in view of the fact that marketing current production continues to be a problem, that technical advice on how to produce more may not be needed. This, of course, is a short-range view. Drip irrigation, using considerably less water than normal irrigation practices do, can produce the same amount of produce. Livestock enterprises need veterinary services because animal health is closely linked with human health. The JCO could fill this gap by providing technicians in the required fields. ANERA should consider projects employing these types of expertise.

Agricultural Credit

The long history of the WB cooperative movement has resulted in a fairly large number of viable economic units. Although ANERA proposals for assistance to the movement do, at times, meet with opposition from GOI, the team feels future projects contributing to the quality of the movement should be considered. Palestinians view co-ops as one of the few Arab institutions they belong to that can have an impact on their lives and well-being.

Cooperative system organizational structures often contain an apex institution such as the JCO, cooperative unions and primary societies and provide credit from the top directly to individual primary society members. This system exists in only very basic form on the WB due to the difficulty of communicating with Jordan and the lack of GOI approval for a central cooperative union to date. Acting as a bank, the JCO now channels loan funds in JDs directly to West Bank cooperative societies. Discussions with cooperative leaders indicate that a WB cooperative union is a possibility and the evaluators feel this would enhance the movement considerably. Loan funds then could be paid into this institution for distribution to the

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cooperatives, thereby maintaining better control. The JCO presently has 39 people working in the WB of which 12 work for the MG, making it possible that the nucleus of a union staff already is in place on the WB.

One of the most difficult parts of this evaluation has been determining the flow of credit through cooperatives. ANERA is participating in a revolving loan fund program in Tarqumiya and is planning to initiate another in Nablus which is held up by the question of a proposed interest rate.

The cost of money should relate directly to its economic dynamics. West Bank cooperatives do not charge interest but, rather, levy service fees or commissions. In Tarqumiya for example, the JCO deducts one percent from the loan before it is delivered to the cooperative to cover costs. The money then is loaned to the farmer and when he makes his first repayment, another service charge is collected, making the farmer's cost for the money two percent. The reasons for this low amount are that it is an historic procedure, Islamic law prohibits the charging of interest and also, the Jordanian-Palestinian Joint Committee providing the funds wants to strengthen the resolution and commitment of WB residents and so encourages this practice.

This point was discussed at length with cooperative board members. Most thought higher service charges could be obtained if no credit at all were the only option. Cooperatives need loan funds to match ANERA's grants. Although this two percent interest rate is low compared to American commercial bank rates, it should be noted that these cooperatives pay no dividends, maintain very modest reserves and provide services at or near cost. The low rates might, therefore, be considered advance dividends. For many years, the USDA Farmers Home Administration has provided loans with subsidized interest rates of from one percent to the going market rate to American farmers with limited resources whose operations require improvements or who need to readjust after an emergency caused by low prices or disaster. West Bank and Gaza farmers are also in need of economic readjustment and eventually should be able to qualify for commercial farm loans which now stand at nine percent. One idea might be to allow ANERA's loan fund to be matched by JCO's fund, each providing farmers with fifty percent of the loan for which they qualify. The portion loaned by JCO would earn the traditional charges of two percent and the ANERA portion would earn eight percent, thus costing the farmer a total of five percent. Board members feel this figure may be acceptable to everyone involved.

Loan fund availability tends to increase participation in cooperatives and provide economic benefits to other businesses in the area. When members are able to borrow from their societies,



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they can expand their arable land, purchase improved inputs and increase agricultural production.

Israeli Taxes

The team discussed the question of waiving customs duties on ANERA-funded equipment admitted into the country with Avraham Lavine, Director of the Department of International Relations, Ministry of Labour and Social Affairs. Team members explained that similar projects in other countries were not taxed and noted that Israel's Value Added Tax (VAT) alone is 15 percent and the addition of other taxes, i.e., as customs, pushes that total even higher. He realized it was a problem and explained that after the 1967 war, the agreements Jordan had with PVOs and aid donors were re-ratified by Israel, thereby exempting them from taxation. However, those organizations which had not functioned in Jordan prior to 1978 were not covered by the agreement. Israel is experiencing financial problems and the Customs Department is reluctant to waive taxes.

Perhaps AID could pursue this issue further since it appears to be negotiable. Tax-free status would make additional funds available for project use.

Gaza Strip Projects

The team spent two days in Gaza with ANERA's engineering consultant acting as host and guide. Gaza is a depressed area of 320 square kilometers with a very high population density. Total population is 220,000 of which 60 percent are refugees. Each day, 40,000 Gaza residents cross into Israel to work for approximately half the pay earned by Israelis. The entire area, particularly Gaza City, seems to be in dire need of community services including health, potable water and sewage. A visit to the city's largest refugee camp close to the sea revealed open sewer canals discharging directly into the water in the midst of a popular bathing area. It was the teams' observation that Israeli assistance falls far short of fulfilling community needs. ANERA and AID should solicit additional Israeli financing and materials for joint projects.

Two of ANERA's municipal projects were visited; the Gaza Municipal Rainwater Conservation Project and the Khan Younis Municipal Slaughterhouse. When complete, both projects will contribute substantial economic and health benefits to the region. The rainwater conservation project involves channelling rainwater into a man-made lake in order to limit destruction now caused by flooding and to provide an additional source of clean water for domestic and recreational purposes. The slaughterhouse will assure a good supply of disease-free meat butchered in the traditional Islamic manner.



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Along with municipal projects, ANERA works with Gaza Strip cooperatives. Generally, cooperatives in this area are not as well developed as they are on the West Bank. They do not have the advantage of close ties with the Jordan Cooperative Organization as WB co-ops do, being tied instead to the mostly defunct Egyptian cooperative movement. The Khan Younis Agricultural Marketing Cooperative, a society of 219 landowners founded in the 1940s and allowed to decline during later periods of unrest, was reactivated in 1983 with an ANERA grant of \$200,000 for the purchase of farm equipment. The purchase was approved by GOI just two months ago. Despite its name, Khan Younis is no longer a marketing co-op and concentrates instead on reclaiming additional land for production. ANERA should work closely with this project to explore marketing possibilities. In fact, as more land is cleared and farmed and agricultural production increases throughout the region, ANERA should direct its efforts toward identifying marketing problems and possibilities, including export to other Arab states and Europe.

The Role of Women

When ANERA first began its assistance program, more than half its project funds went to womens' organizations. The projects currently being assisted by AID/ANERA, both cooperative and municipal, though not specifically "womens'" projects, are broad-based and designed to benefit all members of the society. Water conservation and utilization, poultry production, land reclamation, olive processing and rural electrification projects all help provide an improved standard of living through community services and private income generation.

ANERA Administration

The turnover of top ANERA personnel has resulted in dynamic changes within the organization. The present director and staff have considerable experience and technical expertise though additional consultants may be needed if large, sophisticated projects such as those involving medicine and urban development are considered. ANERA's board seems to be leaning in this direction. The smaller projects of the past have been completed efficiently and successfully and this can be attributed to exceptional staff dedication. There is no reason to believe this will not continue.

Collaboration with Other Organizations

ANERA coordinates many aspects of its program closely with the Jordan Cooperative Organization, its cooperative consultant is also a senior JCO official and its representative and economist both visit the JCO in Amman quite often. The JCO provides cooperative managers and other specialists for several



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ANERA projects and maintains engineers, an architect and a livestock expert for work throughout the region. As well, ANERA collaborates with other PVOs on projects such as the Hebron Polytechnic Engineering Science College for which AMIDEAST provides scholarships and ANERA grants for scientific equipment. They also have been involved in marketing and management studies with other PVOs. Closer communication ties need to be encouraged and developed with other West Bank/Gaza-based organizations and PVOs not only to reduce duplication of effort but also to extend available resources as much as possible. An excellent example of organizations working together was seen in the Jordan Valley town of Wadi Fukin which was vacated after the 1967 war and has been re-established with the assistance of four PVO's. One provided roads; another a water system; a third, playground equipment and a reservoir and, from ANERA, a drip irrigation system.

ANERA's representative regularly attends the monthly meetings of the Association of International Voluntary Organizations. The team met with association members and they expressed a desire to coordinate their efforts and exchange information. During their meetings, they often criticized projects in a constructive manner and it was revealed that ANERA and its leadership were held in high regard.

Program Impact

ANERA's overall development program has had a very positive effect on West Bank and Gaza Strip residents, its cooperative and community services development projects contributing much to increasing the health and economic welfare of approximately 400,000 or 30% of the people who live there. Appreciation and gratitude for ANERA's efforts and interest were expressed by everyone the team interviewed.

In the past, ANERA's project planning and proposal acceptance procedures have been very nondiscriminatory and quite informal. All requests for assistance from a variety of organizations; hospitals, universities, large and small cooperatives; were accepted regardless of the ability of the organization to state its needs and objectives formally and then to follow through with them. This has created some problems for the evaluator who expects to have figures and hard facts to use when searching for conclusive evidence on program impact.

Membership in AID/ANERA-assisted cooperatives has increased considerably during the project implementation period, particularly in those utilizing the farm machinery and land clearing equipment which have a very profound effect on the quality of life and peace of mind of rural Palestinians. Improved and/or extended services being provided to WB/G residents by both cooperative and municipal projects include



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provision of electricity and water, land reclamation and farming machinery, scientific equipment and a wide range of agricultural inputs. Advice and assistance in project planning, proposal preparation, cooperative development, organization and management, agronomy, engineering and institution building all affect a wide range of people. Discussions with rural and urban residents alike indicated they knew of American input in ANERA projects and ANERA sign boards were prominently displayed at all project sites.

Rural electrification projects in Hebron and Nablus are completed and functioning. Proposed generators and grid networks have been installed, allowing the establishment of light industries requiring electricity. Stone cutting, wood working, metal fabrication and food processing facilities now produce goods and local schools, clinics and homes also are able to take full advantage of this electrical energy.

The Tarqumiya cooperative complex has had a number of successful projects which have benefitted both members and non-members alike. A modern olive press, installed in a building and office built with the co-op's own funds on land donated by a member, had a very successful first season last year. It provides excellent service and the oil quality is superior to and service charges competitive with other presses in the region. Membership in the cooperative has increased from 600 to 1,600 since ANERA began working with it. The project is a good example of self-help by farmers working together.

ANERA recently implemented two dairy projects which GOI initially disapproved. ANERA objected, pointing out the rise in the incidence of Malta Fever which is caused by unhygienic milk products. The MG also had warned of this health problem. GOI relented and the projects were allowed to go ahead. Since its inception, ANERA has involved itself with health-related projects and its continued interest in and implementation of this type of project has, no doubt, had a very real impact on the general population of the West Bank and Gaza.

ANERA's program clearly meets the intent of Congress' 1975 initiative expressing concern for the needs of West Bank/Gaza residents and supporting peace initiatives in the region. The projects help to enhance residents' overall quality of life by increasing opportunities for economic growth and education, by improving sanitation and health care facilities and by helping to preserve Palestinian culture.

Future Program Focus

The team held several discussions with personnel from the Ministry of Labour and Social Affairs which has jurisdiction over



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cooperative activities as well as with staff from the Ministry of Agriculture. During the last meeting, held at their request, everyone agreed that important projects which deserve to be funded by ANERA in the future should include:

- Marketing facilities
- Training in grading, packaging and cold storage
- Manufacture of packaging containers such as cardboard boxes
- Processing of produce including tomatoes and grapes into juices

Ministry of labour personnel indicated that projects involving these areas would be readily approved by GOI. Although cooperative operations, management training and credit related projects need to be pursued, the projects mentioned above should be considered in view of their potential for success and the likelihood of timely GOI approval.

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IV. Lessons Learned

1) PVO's planning to work on the same project should coordinate their efforts by communicating with one another more effectively prior to proposal submission as well as during project implementation.

2) When agricultural production is increased, consideration should then be given to developing marketing outlets, including export, beyond those traditionally used. Also necessary is the introduction of improved methods of harvesting, handling, grading, packaging and processing in order to upgrade produce, particularly that for export, to standards generally acceptable in the marketplace. Farm extension programs could be used to disseminate information and provide some of the training.

3) Training should be seen as an integral part of development projects. Long-term academic, short-term technical, on-the-job, workshop and seminar methodologies need to be considered when planning projects. As well, training needs must be assessed on a continuing basis throughout the life of a project in order to be able to address problems and make necessary changes as they arise and as a project evolves. Specialists should be used to plan, conduct and evaluate training programs whenever possible.

4) Any organization working with both private and public (governmental) institutions needs to understand thoroughly the inherent differences between them and, more importantly, how to work effectively with both to achieve the best results possible.

5) Proposal acceptance and project planning and evaluation procedures should be uniform and formalized and outside consultants should be contracted for when these procedures are beyond the experience and expertise of an organization's staff to process or conduct. Consultants also should be called on to assist with any other areas and procedures the staff may be unable to carry out on its own. In line with this, USG officials charged with PVO oversight should visit and monitor projects periodically to ensure timely implementation and progress in line with contracted guidelines.

6) When dealing with distressed areas, such as Gaza, which contain mostly refugees, community projects contributing to the health and welfare of the entire population should be considered.

APPENDIX I



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PROJECT DESCRIPTIONS

PROJECT DESCRIPTION	NO.	FUNDS PROGRAMMED (\$000)			NUMBER OF				PROJECT STATUS
		TOTAL	AID	COUNTERPART	RECIPIENTS				
					START MEMBER BENEFICIARIES	NON-MEMBER BENEFICIARIES	PRESENT MEMBER BENEFICIARIES	NON-MEMBER BENEFICIARIES	
1-Ramallah Poultry (Feed Factory)	57	335	35	300 50%	17	38	72	15,000	COMPLETED
2-Nablus Ag Mktng Coop-Ag Mach Unit	20	600	250	350	180	2,000	670	25,000	COMPLETED
3-Asira North Electric Coop	33	130	60	70	500	146	646	7,000	COMPLETED
4-Halhul Wholesale Fruit & Vegetable Market	1 121		(1)* 500	500	3,200			25,000	UNDER CONSTRUCTION
5-Beit Jala Munic Light Indus Park	118	950	(2)* 435	515				10,000	UNDER CONSTRUCTION
6-Saiir Electric Coop		130	60	70	380	5,000	750	9,000	COMPLETED
7-Tarqumia Olive Press Coop Hebron District (4 Projects)		1,175	570	605	28	15,000	1,400	80,000	COMPLETED
1. Olive Press		200	-	200					COMPLETED
2. Agr Mach Unit	3	200	120	80					COMPLETED
3. Revolving Funds	34	275	100	175					COMPLETED
4. Plant Nursery	18	200	150	50					COMPLETED
5. Olive Press II	122	300	200	100					COMPLETED
8-Gaza Rainwater For Water Conserv	60	1,600	(3)* 800	800				250,000	BEING IMPLEMENTED
9-Khan Yunis Slaughter House	144	500	(4)* 200	300				70,000	SOON TO BE BE IMPLEMENTED

*(1) Amount spent by ANERA/AID is \$275,000

*(2) ANERA grant funds paid in full

*(3) Amount spent by ANERA is \$400,000

*(4) ANERA grant funds not yet paid



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Additional ANERA-Assisted West Bank/Gaza Projects Not Visited by the Evaluation Team

Arab Womens' Society Jerusalem, WB	Mother/child care, food for the needy and vocational training for Palestinian women
Arab Womens' Union Bethlehem, WB	Mother/child care, food for the needy, vocational training for Palestinian women and cultural programs
Arab Womens' Union Jerusalem, WB	Mother/child care, home for the elderly, food for the needy and vocational training for Palestinian women
Bethlehem Societies Committee for Rehabilitation and Development	Financing for small business revolving loan fund
Engineering Services Gaza Strip	Provide consultant to improve Gaza storm water collection project
Nahda Dairy Cooperative Nahda, WB	Constructing and equipping an hygienic milk processing plant for goat & sheep farmers
Nassariya Dairy Cooperative Nassariya, WB	Constructing and equipping an hygienic milk processing plant for cattle farmers
Palestine Womens' Union* Gaza Strip	Library, training programs, health and dental care and community activities in refugee camps
Red Crescent Society* Gaza Strip	Libraries, daycare centers, literacy programs, training of refugee women and special projects
Services to West Bank Cooperatives	Provide cooperative training and organization consultants jointly with Near East Foundation
Womens' Charitable Society Hebron, WB	Mother/child care, food for the needy, literacy and vocational training for Palestinian women
Y.M.C.A. Gaza Strip	Leadership, community and sports programs for Palestinian youth in Gaza refugee camps

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Y.M.C.A. Jerusalem, WB	Diverse programs for Palestinians: sports, vocational training, community activities
Y.W.C.A. Jerusalem, WB	Diverse programs for Palestinian women: sports, training, cultural activities, etc.
Bethlehem University* Bethlehem, WB	Scholarships for needy Palestinian students and books for the university
Birzeit University* Birzeit, WB	General support and scholarships for needy Palestinian students
Dar El-Tifl Jerusalem, WB	Elementary scholarships for orphans and destitute children
Hakawati Jerusalem, WB	Scholarships/funding for poor to participate in educational and drama programs
Industrial Islamic Orphanage-Jerusalem	Food, clothing, shelter, education and vocational training for Palestinian orphans
Jeel al-Amal Bethany, WB	Education, food, clothing and shelter for orphaned and destitute Palestinian children
Rawdat El-Zuhur Jerusalem	Elementary scholarships for orphans and destitute children
Salesian Technical School Bethlehem, WB	General support for vocational training
Society for Care of Handi- capped Children - Gaza	Educational assistance for retarded children
Sun Daycare Center Gaza Strip	Educational assistance for retarded children
Arab Colleges of Medical Sciences	Medical books and tapes for the colleges
UN Relief & Works Agency	Pharmaceuticals, medical supplies and education and vocational training scholarships for refugees

* Pending Israeli Military Government approval;
USAID-funded projects not yet approved do not appear here

APPENDIX II

APPENDIX II

BALANCE SHEET 12/31/84

**RAMALLAH POULTRY FARMERS COOPERATIVE SOCIETY
RAMALLAH DISTRICT**

ASSETS (JDs)	LIABILITIES (JDs)
44,000 5 1/2 dunums land	
50,000 building	78,000 share capital
3,733 equipment	12,000 ANERA grant (funds)
8,279 furniture	64,946 reserve funds
9,434 vehicles	100,000 JCO Loan
60,000 key money	
42,000 inventory	
20,000 raw material for factory	
9,000 cash on hand	
<hr/>	<hr/>
253,946 JDs	253,946 JDs

Notes:

Number of employees in the Cooperative: 23

Monthly salary: 3,000 JDs (collective)

APPENDIX II**RAMALLAH POULTRY COOPERATIVE**

This table shows Feed Production in Tons for various Livestock

YEAR	BROILERS	LAYERS	LIVESTOCK	TOTAL
1981	1,757	327	99	2,183
1982	1,944	1,407	291	3,642
1983	4,413	1,768	1,248	7,429
1984	2,860	1,046	1,647	5,553

APPENDIX II

COOPERATIVE'S SALES FROM 1977 - 1984 IN JDs

RAMALLAH POULTRY FARMERS COOPERATIVE SOCIETY

SUPPLY INPUT (JDs)				MARKETING (JDs)		TOTAL JDs
YEAR	FEED	CHICKS	EQUIPMENT/ VET SUPPLY	WHITE MEAT	EGGS	
1977	94,216	18,009	2,881	66,525	3,041	184,672
1978	59,934	11,133	1,272	43,588	2,700	118,627
1979	157,919	31,046	2,723	103,567	18,723	313,978
1980	141,019	25,692	4,536	133,761	46,425	351,433
1981	209,058	55,590	6,869	172,856	20,869	465,242
1982	356,220	65,260	6,657	177,973	14,872	620,982
1983	740,321	110,673	11,658	283,509	17,407	1,163,568
1984	558,441	72,808	9,587	271,076	16,344	928,256